

VI. SUGGESTED AREAS OF FOCUS

Salida - Areas of Focus

The following list identifies proposed Areas of Focus, as identified in the Findings, for further consideration in the Analysis and Recommendations steps to come in the Master Planning process. Please note that this list is not all-inclusive, nor is it listed in any way to imply priorities at this point.

A. Organizational Development

During the focus groups, public meetings and interviews with staff, there was a consistent message that the City needs to define their role in the delivery of parks and recreation services. Over the last several years, consistent leadership within the aquatics and recreation departments has improved and expanded the delivery of recreation programs along with providing a reliable source of information on parks and recreation issues. However there are still many unanswered questions as to what exactly the City's role should be. The following are steps the City might take to define its role and therefore improve its delivery of parks and recreation services.

- **Creation of an Organizational Vision** - The size of the City of Salida workforce allows for involvement at all levels in the development of an Organizational Vision for parks and recreation. The organizational vision needs to be more than just describing the outcome of the services provided, i.e. "To improve the quality of life for all citizens". The vision should describe how the City is going "To improve the quality of life for all citizens" The Organizational Vision should define:
 - Agency Purpose
 - Agency Values
 - Core Beliefs
 - Guiding Principles
 - Mandates
 - Structure
- **Define core services** - The Parks, Trails, Recreation and Open Space Master plan will identify many parks, trails, recreation and open space needs for the City of Salida. What needs the City can satisfy and which ones it can't will be a primary question. Defining what the core services are in regards to parks and recreation will assist the City in determining what needs they can meet and create strategies to help meet the needs that do not fall into their core services.
- **Restructuring Oversight of Park Maintenance** - At this time, park maintenance is done under the direction of the Public Works Department with the exception of Centennial Park. The quality of the maintenance is high. However, conflicts and somewhat of a disconnect exist between the Public Works and Recreation Departments, as park scheduling for rentals and programs are done through the recreation department and not always in line with park maintenance schedules.

Focus should be on investigating the possibility of putting park maintenance, aquatics and recreation under the same umbrella, or other potential options to improve the service delivery and communication. Great care must be taken to understand all of the impacts of making this type of organizational shift. There are advantages of having park maintenance under Public Works in that the overall larger budget allows for some flexibility. If park maintenance merged with other departments, how will funding be distributed? How will manpower be allocated? How will equipment be shared or dispersed? Where do park maintenance operations stop and public work operations begin? These are just a few of the issues that would have to be explored.

- **Formation of commission or advisory board** – An advantage the City of Salida has is that there are active residents willing to put in their own time to be part of parks and recreation development process. However, efforts can go unrewarded, unnoticed or response becomes necessarily reactive rather than pro-active, as there is not a formal process in which to introduce them. A parks and recreation commission or advisory board could act as objective champions, a helpful filter and/or conduit between special interest groups and City leaders to help prioritize the recreational needs of the community.

B. Partnerships

- **Formalize Partnership Agreements** – The City of Salida has numerous opportunities to partner with other organization and agencies to increase and improve recreational opportunities for the community. The development of formal partnership agreements that outline expectations and benefits all parties involved will improve the delivery of services.
- **Non-profits/Grants/Volunteers** – The City of Salida is fortunate to have an active citizen base that is willing to “put in the time” to develop recreational opportunities. There are also numerous opportunities for grants and volunteer assistance. Focus should be on ways to efficiently coordinate which opportunities are most beneficial from a pro-active standpoint, relative to other identified priorities, and are in line with the City’s vision. A formal process and policies should be developed to couple these efforts.
- **Inter-Governmental Agreements (IGA) Development** – At this time there are no formal agreements between the City and other agencies when utilizing each others facilities. The development of IGAs may act as a tool to open discussion and formally determine appropriate roles between both parties to determine what both parties need to provide quality recreational opportunities.

C. Park Maintenance Standards

- It is difficult to say that there is set dollar amount that should be spent on park, trails and open space maintenance. Value on maintenance levels is different from community to community. Understanding how dollars are being spent is the ground work for understanding where adjustments may be made to plan more efficiently for the future. Planning and pro-active attention to standards that are specific to Salida can help identify the priorities.

D. Traditional Funding

- **Property Tax** - According to the Citizens Survey, residents were open to the idea of increasing property taxes as a way to fund parks and recreation.
- **Home Rule** - According to the Citizens Survey, residents were open to the idea of going to Home Rule as a way to fund parks and recreation.

E. Capital Improvements

- **Playground replacement** - Within the City of Salida, park facilities range in quality and age. Many of Salida's playgrounds are aging and *appear* to pre-date the 1991 Consumer Product Safety Commission (CPSC) guidelines for playground safety. While the age of a play structure does not necessarily mandate its replacement, the City should evaluate all of its playgrounds for safety and adherence to ADA guidelines. Following an initial assessment, a playground replacement schedule may be developed, funded, and prioritized.
- **Hot Springs Aquatic Center** - The Hot Springs Pool is a focal point of the community. The City has been struggling to maintain the pool over the years and its condition is beginning to become an issue with the community. The citizen survey identified indoor recreation opportunities as one of the top needs of the community. The City is currently conducting a separate study dealing with the feasibility of renovating and/or expanding the Hot Springs Pool.
- **Trails** - The residents of Salida place high importance on having trails within the community. Additional trails may be added to complete connectivity through the City and to the surrounding public lands.
- **Park improvements** - Several key parks act as main gathering points into Salida and act as gateways to the community. Salida residents and tourists alike appreciate the community for its proximity to recreational opportunities. The City has a unique opportunity to expand these recreational offerings to the parks within Salida. Several of the City's parks are situated so that they create a gateway to the community and give those that enter their initial impression of the community. The renovation of Riverside Park has been a great success and is of the quality that visitors and residents have come to expect from the City. Marvin and Centennial Parks might also be improved to the same quality of Riverside Park.

F. Planning

- **Trails and River Easements** - In order to build trails and trail connections that will enhance and complete the Salida trails system, it is vital that the City continue to pursue the creation or acquisition of trail easements in new developments and along utility and riparian corridors. Equally important to trail easements is the creation of easements along both the Arkansas and South Arkansas Rivers. These resources are vital to the look and feel of the community.
- **Connections to Public Lands** - Although there is an abundance of public lands surrounding Salida, pedestrian connections are virtually non-existent. Barriers such as land ownership, lack of river crossings, and railroad rights-of-way currently prevent the creation of connections for residents to access public lands by foot or by bike. The City can continue to pursue bridging these barriers through easements or property acquisitions.
- **Park Design Standards** - As parks grow and change it is important to plan for park improvements. Parks design standards can be created and adopted to unify the quality, maintenance requirements, and appearance of Salida's Parks.
- **Open Space Definition and Use** - As the community grows, dedication and use of open space can be a contentious issue. A written definition and policy regarding the use and purpose of open space can unify the community as it faces development pressures.

VII. RECOMMENDATIONS AND MANAGEMENT TOOLS

There is a strong and growing trend in the United States for public leaders to recognize that parks, recreation, trails, open space and related “Quality of Life” amenities are not secondary services provided by governmental agencies, but that they are integral to creating communities where people want to live. These services should be seen as **investments** in the long-term vitality and economic sustainability of any vibrant and attractive community. The City of Salida is poised to recognize these factors and create improvements that will enhance the City for years to come.

The following **Goals, Objectives, and Strategies** are outlined to create a process for focus and implementation. An **Action Plan** follows each goal and a summarized **Action Plan** follows at the end of this section. Over the next 5 to 10 years there will be many influences that will have an impact on the success of this plan. Funding availability, city staff buy-in and political and community support will play significant roles in the implementation process. Since limited funding is and will continue to be an issue for the City we have listed the first six goals that will require staff and political support at the beginning. Goals Seven through Ten have more capital improvement implications. This is not to suggest that staff, Council and individual time is readily available and does not come at a cost, but with the understanding that implementation successes are more realistic than high dollar capital improvement projects at this time.

Maximizing **Implementation Efforts and Organizational Development** goals will help provide a base from which master plan priorities and decisions can be made. Maximizing **Partnership Opportunities** goals will work as a driving force to bring all players to the table and help determine the best course to maximize leisure and recreation opportunities with current resource availability.

GOAL ONE: MAXIMIZE IMPLEMENTATION EFFORTS

Objective 1.1: Collaborate to Strategically Achieve the Goals of the Master Plan

The success of any plan can be directly related to how it is implemented. The following objectives and strategies provide guidance on how to approach the implementation of this plan and be successful.

Strategies:

- Increase communication and collaborations between the City and partnering agencies and organizations to prioritize and implement the recommendations of the Master Plan using the following steps:
 - Identify internal priorities (annually, over five years) – At the end of this *Section VII*, all goals and their supporting objectives are prioritized as:
 - **Immediate priority** - meaning that some action should be taken within the next six months
 - **Short-term priority** – meaning that some action should be taken within the next 1 - 2 years
 - **Mid-term priority** – meaning that some action should be taken within the next 3 to 5 years

- **Long term priority** – meaning that some action should be taken within 5 years or beyond
- **Ongoing** – meaning that this action is already taking place and should continue
- Assign staff to fulfill the recommendations
- Identify specific actions
- Gain Council input (if needed)
- Identify outside partners and actions
- Set timeframe, deadlines and identify key decision points
- Assess resources needed for implementation
- Identify timing for funding approval
- Incorporate into agency annual work plan
- Assign tasks for the department’s annual work plan
- Assess department workloads, roles, and responsibilities
- Incorporate tasks into individual personnel goals and annual evaluations

Recommendation – The City of Salida must be willing to dedicate staff time to implement this Master Plan using the strategies outlined above. Given the knowledge of the issues and exposure the position has to the community it is recommended is that the Aquatics and Recreation Director be given the role as “champion of the cause” and given the authority to direct responsibility to other City staff as needed.

Objective 1.2: Inform and Empower Staff to Implement Master Plan Recommendations

Assure that all levels of staff are informed of and are set up to work together to implement the recommendations and strategies of the Master Plan.

Strategies:

- Inform all levels of staff of the direction of the Master Plan and allow for input, encouraging buy-in and knowledge from all staff members.
- Provide cross-departmental staff teams/team members (as appropriate) with education, development opportunities, necessary equipment, and supplies.

Recommendation – As with the recommendation above, the Aquatic and Recreation Director should be given the authority to direct staff and create work teams to help meet the recommendations of this plan.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
--------	----------------	-------------	--------

GOAL ONE SUMMARY: MAXIMIZE IMPLEMENTATION EFFORT			
Objective 1.1: Collaborate to Strategically Achieve the Goals of the Master Plan	Staff, City Council, and Partners	Staff Time	Immediate
Objective 1.2: Inform and Empower Staff to Implement Plan Recommendations	Staff	Staff Time	Immediate

GOAL TWO: Organizational Development

Objective 2.1: Create an Organizational Vision and Mission

At the very beginning of the Master Planning process, City of Salida staff identified the need to develop a consistent mission and a way to be consistent on how it delivers its parks and recreation services. Additionally focus group input also identified a lack of mission or vision in regards to parks and recreation as a major weakness.

Fortunately the size of the City of Salida workforce allows for involvement at all levels in the development of an Organizational Vision for parks and recreation. During the master planning process, the vision and mission of the organization has been examined, and the analysis suggests that there is not yet consensus among staff and decision makers regarding the true vision for the future. While some language has been identified as important, more time needs to be allocated to continue and complete these discussions to create consensus between staff and Council. The Organizational Vision should define:

- Agency Purpose
- Agency Values
- Core Beliefs
- Guiding Principles
- Mandates
- Structure

Strategies:

- Some ground work has been forged in the creation of an organizational mission/vision. Staff and community partners identified the following words as some that identify with what the City might be doing:
 - Accessible
 - Maintained
 - Safe
 - Sustainable
 - All user groups

Recommendation: Given the financial restraints the City endures from year to year, it is recommended that the current vision and mission of the City in regards to delivery of parks and recreation services should focus around:

- Giving priority to existing facilities in regards to maintenance and improvements prior to the development of future facilities

- Safety in regards to facility conditions and programming will always take priority over all other matters
- Priority for the development of new facilities, programming and partnerships will be given to those providing the greatest community benefit
- Sustainability either through general fund support or through fees and charges will be a goal in regards to facilities and programs
- Subsidy for facilities and programs will be based on achieving the greatest community benefit

A mission is not meant to be static and unchanging, but dynamic with the ability to change as conditions change. Once a mission and vision are developed staff should meet every five years with community partners, city council, advisory boards and commissions to confirm and revise the parks and recreation mission and vision if necessary. Examples of successful Parks and Recreation agencies mission and vision statements can be found in *Appendix F*.

Objective 2.2: Define Core Services

As much as the City parks and recreation staff would like, the City cannot be all things to all people. Understanding where the primary focuses should be in the delivery of parks and recreation services will allow the City to improve upon those areas while developing strategies to assist in the delivery of other services. The basis of determining core services should come from the vision and mission developed by the City.

Strategies:

- Based on input from staff and community partners, core services currently appear to around the following:
 - Park maintenance/capital
 - Aquatics
 - Trails
 - Pre-school activities
 - Scout Hut
 - Fitness (entry level)

As a short-term and ongoing activity, staff should continue to meet with community partners, City Council and any future advisory boards and commissions to expand and define the City's core services as they relate to parks and recreation.

Recommendation – Based on current budget constraints and staff limitations, core services should be based around those delivering the greatest community benefit. First tier core service priorities are as follows:

- **Facility maintenance** – Parks and recreation facilities provide intrinsic value to a community through increasing property values, facilitating healthy lifestyles and creating positive economic impact and by attracting tourists, businesses and second homeowners or retirees. Maintaining and improving these facilities to the highest level possible should be identified as core service.
- **Aquatics Programming** – The City of Salida provides the only significant aquatics venue in the area capable of providing aquatics programming for all ages and abilities. The City should continue to maximize this resource to every extent possible.

- **Entry level programming** – Based on the greater community need and understanding facility limitations the City should provide entry level programming to encourage interest and participation in new activities. The recreation department already provides many entry level opportunities; however, it is not defined as a core service of the department. Examples include:
 - Adult fitness – Basic fitness program offerings including aerobic class offerings, walking, hiking, dance, etc.
 - Youth Sports – Flag football, sports camps, cheerleading
 - Pre school programming
 - Enrichment – Nature, languages, computer learning
- **Partnership development as a way to expand parks and recreation offerings** – It is in the City’s best interest, due to budget and staff and facility limitations, to seek and evaluate partnerships with organizations such as the Boys and Girls Club, Youth Sports Associations, the School District, SPOT, and other non-profit organizations as a way to expand recreation program and facility offerings.
- **New facility development or facility improvements** – Through land dedication requirements, partnership development and tax support, new facility development and/or improvements to existing facilities should be a core service of the City. New facilities and improvements should focus around the defined core services of the City and what would provide the greatest benefit to the community. Examples include new playgrounds, new parks and trails or improvements to the Hot Springs Pool. All new facility development and improvements should be examined to be sure it is sustainable under current and/or future conditions of the general fund.

Second tier core services consist of:

- **Development or improvements for dedicated use facilities and focused programming** – Developing dedicated use facilities or making improvements to existing dedicated use facilities along with the creation of focused programming should be a secondary core service of the City. Examples of dedicated facilities include an athletic field complex (Marvin Park or elsewhere), tennis complex or an additional skate park. Any of these types of facilities would bring benefits to the City but would require significant capital funds and ongoing funding for operations and maintenance. Additionally, it would probably require a partnership effort.
- Focused age-specific programming such as competitive youth sports or adult sports and senior programming should also be added as secondary core services of the City provided that facilities and trained staff are available and cost recovery goals are achievable.

Objective 2.3: Create and Implement a Cost Recovery Philosophy and Policy

It is important for City to develop a **Pricing and Cost Recovery Philosophy** that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs, additional and/or expanded facilities, and as it strives for sustainability and determines how much it is willing to subsidize operations.

One means of accomplishing this goal is applying a process using an industry tool called the “**Pyramid Methodology**”. This methodology develops and implements a refined cost recovery philosophy and pricing policy based on current “best practices” as determined by the mission of the agency and the program’s benefit to the community and/or individual.

Critical to this philosophical undertaking is the support and understanding of elected officials and ultimately citizens. Whether or not significant changes are called for, the agency wants to be certain that it is philosophically aligned with its residents. The development of the core services and cost recovery philosophy and policy is built on a very logical foundation, using the understanding of who is benefiting from parks, recreation, and natural resources service to determine how the costs for that service should be paid. As part of the Master Planning process, staff have been introduced to the Pyramid Methodology concepts and potential implementation strategies. For an overview of the **Pyramid Methodology**, please review the contents in *Appendix G*.

Strategies:

Develop ongoing systems that help measure cost recovery goals and anticipate potential pitfalls utilizing the following points:

- Understand current revenue streams and their sustainability.
- Track all expenses and revenues for all programs, facilities, and services to understand their contribution to overall department cost recovery.
- Analyze who is benefiting from programs, facilities, and services and to what degree they should be subsidized.
- Fees for programs should acknowledge the full cost of each program (those direct and indirect costs associated with program delivery) and where the program fits on the scale of who benefits from the program or service to determine appropriate cost recovery targets.
- Program fees should not be based on ability to pay, but an objective program should be in place that allows for easy access for lower income participants, through availability of scholarships and/or discounts. In many instances qualification for scholarships and /or discounts mirror requirements for free or reduced cost for lunch in schools. A sample **Financial Assistance Policy** can be found in *Appendix K*.
- Define direct costs as those that are typically costs that exist purely because of the program and change with the program.
- Define indirect costs as those that are typically costs that would exist anyway (like full time staff, utilities, administration, debt service, etc.)

Recommendation – Utilizing the information identified during the planning process, and the methodology found in *Appendix G*, it is recommended that the following be used as a formation of determining to what level City of Salida Parks and Recreation programs and services should be subsidized. *This is not intended to be an all inclusive list. Further development will be needed and should be based on mission, vision, identified core services and other guiding principles of the City of Salida.*

- **Community Benefit - Highest level – Up to 100% subsidy (or 0% cost recovery)**

- Administration and support – i.e. Director of Aquatics and Recreation, Director of Public Works
- Non-monitored facility use – This would include all standard costs associated maintaining access and appearance to parks, trails and open space and other non-monitored spaces
- Non-fee based City of Salida Parks and Recreation community events
- **Community / Individual Benefit – Up to 70% subsidy**
 - Fee based City of Salida Parks and Recreation community events – youth
 - City of Salida Parks and Recreation youth programming
- **Individual / Community Benefit – Up to 50% subsidy**
 - Exclusive rentals and long term lease – Government Agencies
 - Rental Fees for adult leagues /practices/tournaments
 - Monitored facility access i.e. Hot Springs Pool
- **Mostly Individual Benefit – Up to 30% subsidy**
 - Exclusive rentals and long term lease – non-profit
 - City of Salida Parks and Recreation adult programming
- **High Individual Benefit – 0% subsidy (100% or greater cost recovery)**
 - Exclusive rental and long term leases – private
 - Merchandise for resale
 - Concessions /Vending
 - Private instruction

Objective 2.4: Create a Parks, Recreation, Trails and Open Space Advisory Board

One advantage that the City of Salida has is that there are active residents willing to put in their own time to be part of the parks and recreation development process. However efforts can go unrewarded, unnoticed or response becomes necessarily reactive rather than pro-active, as there is not a formal process in which to introduce them. A parks and recreation commission or advisory board could act as objective champions, a helpful filter and/or conduit between special interest groups and City leaders to help prioritize the recreational needs of the community.

Strategies

There are three basic board structures among the majority of park and recreation boards: Advisory boards, independent board and semi-independent boards. The three boards are considerably different in their function and level of authority. In organizing the Board it will be important to:

- Determine what type of Board best suits the City of Salida
 - **Advisory** – An advisory board is typically associated with a park(s) and/or recreation department administered by a division of government: state, county, parish or municipality. In most cases, the governmental entity is administered by an elected body, i.e.; City Council, which has management and policymaking responsibility for a broad range of governmental services including park(s) and/or recreation. This elected body has the final authority for making all decisions but often looks to an advisory board for recommendations and input regarding decisions that affect the park(s) and

recreation department. The advisory board may provide community input to the department director and staff regarding facility operations and programming

The optimum size for an advisory board is generally five to nine members but larger advisory boards do exist. Boards composed of at-large members, representatives of the entire community, regardless of where they live, their particular interests or memberships, normally fall within this range

- **Independent** - (May also be know as an Administrative, Governing, or Governance Board) the independent board is an autonomous group whose final authority lies with the board members, not another unit of local government. This type of board develops and implements policy; buys, sells and holds title to property, assesses taxes, and has the final authority in financial matters. Independent boards range in size from five to fifty plus. The majority of local parks and recreation agency boards are composed of five to seven members. The roles and responsibilities of the independent board are the most clearly defined. These boards are the final authority on all matters related to their domain

- **The Semi-independent Board** - (May include aspects of both the independent or governing board and the advisory board) The semi-independent park and recreation board is a hybrid of the independent board and the advisory board and has some aspects of both of these two boards. Members serving on a semi-independent board may be either appointed by the elected entity to which they answer, or as in the advisory board, hold their seat by virtue of having been elected to chair another group or organization, which is represented on the semi-independent board. What separates the semi-independent board from the advisory board is that the semi-independent board still advises another independent body, which is usually elected and a unit of government. The semi-independent board does have some decision-making power where its decisions are not subject to a higher authority. Often these semi-independent boards will have limited policy-making authority for park operations, programming fees, and facility operating hours so long as they operate within the guidelines of federal, state or local codes and ordinances

Recommendation - Support and organize a Parks and Recreation **Advisory Board** to act in an advisory capacity to City parks and recreation staff and to a lesser degree to City Council on matters dealing with parks and recreation issues. A comprehensive guide to the creation of an Advisory Board can be found in **Appendix L**.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL TWO SUMMARY: Organizational Development			

Objective 2.1: Create an Organizational Vision	Staff	Staff Time	Short-term
Objective 2.2: Define Core Services	Staff	Staff Time, City Council, Partnering Organizations	Short-term
Objective 2.3: Create a Cost Recovery Philosophy and Policy	Staff/Consultant	Staff Time, Consultant - \$6,000 to \$15,000	Mid-term
Objective 2.4: Create a Parks, Recreation, Trails and Open Space Advisory Board	Staff	Staff Time, City Council, Partnering Organizations	Mid-term

GOAL THREE: MAXIMIZE PARTNERSHIP OPPORTUNITIES

Objective 3.1: Formalize All Partnerships

The City of Salida has numerous opportunities to partner with other organizations and agencies to increase and improve recreational offerings for the community. The development of formal written partnership agreements that outline expectations and benefits for all parties involved will improve the delivery of services. The City should proactively plan and set policy for procuring and managing partnerships.

Strategies

- Create and Implement a Partnership Policy
- Formalize all partnerships in a written format. A “Sample Partnership Policy” has been provided in *Appendix H*. A policy should provide:
 - An outline of what types of partnerships are appropriate
 - Approval and procurement procedures
 - Monitoring and evaluation criteria
 - Risk management and exit strategies

Recommendation – Develop formal written partnership agreements with all organizations and private businesses that the City collaborates with to deliver parks and recreation facilities and programs.

Objective 3.2: Maximize partnerships with School District and other governmental agencies through the development of Inter-Governmental Agreements (IGAs).

An ongoing relationship and partnership with the Salida School District is vital in delivering recreational opportunities to the community. Additionally other partnership opportunities with governmental agencies such as Chaffee County also exist. The City will need to continue to expand programming as the population grows and should seek to partner whenever possible especially in terms of much needed athletic field upgrades and new facilities such as tennis courts, gymnasiums and other indoor multi-purpose spaces.

Strategies

- The City should work with the Salida School District to establish an Inter-Governmental Agreement that creates opportunities for both agencies for the use of fields, gyms, and multipurpose spaces. Outcomes of this process should include:
 - Recognize the different missions of each agency but the need for shared resources
 - Examining ways to manage negative impact (wear & tear) on facilities
 - Examining ways to manage supervisory staff and maintenance costs
 - Creating evaluation and enforcement guidelines for both parties
 - Examine an agreement that will determine if each agency pays for use of the other’s facilities or if use is reciprocal
- Seek to create a formal written agreement (IGA) when working/partnering with all governmental agencies (Sample IGA’s can be found in *Appendix P*, sample IGAs include reciprocal use, collaborative facility development and land purchases agreements).

Recommendation - It is in the best interest of the City to seek a cost balance with the School District, either through reciprocal use of facilities or payment (rental fees or maintenance fees) for the use of its facilities.

Objective 3.3: Maximize efforts of Non-profits/Grants/Volunteers - The City of Salida is fortunate to have an active citizen base that is willing to “put in the time” to develop recreational opportunities. There are also numerous opportunities for grants and volunteer assistance. A formal process and policies should be developed to enhance and formalize these efforts.

Strategies

- Utilize the partnership policy guidelines to coordinate which non-profit, granting and volunteer opportunities are most beneficial to citizens from a pro-active standpoint, relative to other identified priorities, and in line with the City’s vision.
- Establish or expand relationships with the following (but not limited to) partner organizations to implement the recommendations of this master plan and to provide an increased number of high quality recreation programs, activities, and services:
 - Chaffee County
 - Salida Boys and Girls Club
 - Salida Area Parks, Open space and Trails committee (SPOT)
 - Salida School District
 - Youth Sports Associations (i.e. Chaffee Ball and Bat Associations, Salida Soccer)
 - Buena Vista Recreation

Recommendation - In identifying partnership and volunteer opportunities to improve, expand and create additional recreational opportunities as a core service of the community it is recommended that the City continue to seek opportunities that meet the greatest needs of the community.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
--------	----------------	-------------	--------

GOAL THREE SUMMARY: Maximize Partnership Opportunities			
Objective 3.1: Formalize All Partnerships	Staff	Staff Time, Partnering Organizations	Short-term
Objective 3.2: Maximize Partnerships with School District and other Governmental Agencies through the Development of Inter-Governmental Agreements (IGAs).	Staff	Staff Time, Partnering Organizations	Immediate
Objective 3.3: Maximize Efforts of Non-profits/Grants/Volunteers	Staff	Staff Time, Partnering Organizations	Mid-term

GOAL FOUR: IMPROVE PARK MAINTENANCE EFFICIENCIES

Objective 4.1: Understand How Park Maintenance Dollars are Being Spent

It is very difficult to recommend a set dollar amount that should be spent on park, trails and open space maintenance, as there are a variety of environmental and climatic variables, and the value on maintenance levels is different from community to community. Currently it is estimated that the Public Works Department is spending between \$4,000 and \$5,000 per park acre on maintenance, which is equal to or above other benchmarked Colorado communities. Currently there is not detailed information on this topic available from the City of Salida budgeting process. Better understanding how current dollars are being spent is the ground work for understanding where adjustment may be made to plan more efficiently for the future. Planning and pro-active attention to standards that are specific to Salida can help identify the priorities.

Strategies:

- Develop criteria that would define the City’s maintenance standards. Maintenance practices should be articulated in the form of a Maintenance Guidelines and Procedures Manual.
- Track labor hours and equipment use for park and athletic field maintenance tasks. At this time Public Works or the Recreation Department does not track labor hours and equipment use for maintenance tasks. It is important to track labor hours and equipment use for maintenance tasks in order to estimate what it takes to keep parks and athletic fields to the standards desired by the City. Tracking labor costs and equipment costs for maintenance tasks will also allow for:

- More accurate estimating of maintenance costs for new parks and athletic fields based on recorded historical data
- Establishing true costs for maintenance of facilities
- Greater understanding of the impacts of maintenance budgets fluctuations
- Improved staffing projections for new and existing facilities
- Improved maintenance at facilities resulting in safer conditions
- Improved scheduling of maintenance activities
- Improved ability to apply maintenance cost to programming and facility use fees
- Ability to apply maintenance costs directly to overall program costs

Recommendation – Using modified National Recreation and Park Associations Maintenance Standards and practices used by the City of Brighton, CO it is recommended that Level of Service standards be developed for the types of outdoor space the City currently maintains. There are four (4) **Level of Maintenance Service** identified for the City of Salida.

Level #1

Considered the highest level of service, these properties have high visibility and high community importance. The level of service will have highly groomed turf areas including mowing, multiple fertilization each year, weed control, pest control, aeration and top dressing. Shrub beds will be weed free, annual plantings will change seasonally, and native plantings will be free of invasive species. Trees will be pruned annually. Site furnishings and signage will be in excellent working and aesthetic condition. The property will have trash removed daily and restroom cleaning at least once daily regardless of visitation rates. Snow removal for sidewalks, trails and parking lots with any accumulation will be a top priority.

Level #2

Considered to have a high level of maintenance, these areas are associated with development that has a high intensity of use, but not the visibility of Level #1 properties. The maintenance will include most aspects of Level 1 but with less frequency, depending on visitation rates.

Level #3

The lower level of maintenance is due to low use or low intensity of use. Generally includes irrigated turf and may include native plantings. Property types include parks, trail corridors, and drainage areas. Maintenance will include turf mowing once a week for blue grass turf and two times per year for native grasses, weed spraying once per year, no fertilization, trash removal once per week, and tree trimming for safety. This area will be last on the snow removal list except for trails used as school routes.

Level #4

This is the lowest level of maintenance. These areas include undeveloped parks lands, open space, trail corridors and railroad-right-of-way. The areas will include native

grasses with limited amenities. Maintenance will include mowing as needed or twice per season, cleaning trails after mowing as applicable, weed control as needed and trash control as needed.

Table 17 identifies a maintenance cost per acre by level of service and recommends the level of maintenance services under which City owned developed and undeveloped parks properties should fall.

Table 17: Recommended Maintenance Expenditure

	Acreage	Level 1	Level 2	Level 3	Level 4
Suggested Annual Expenditures Per Acre		> \$4,000	\$3,500 to \$4,000	\$2,000 to 2,500	< \$500
Properties					
Alpine Park	2.42	X			
Centennial Park	7.04	X			
Chisholm Park	.42		X		
Koenig Greenbelt	.28			X	
Mack Witty Park	.12			X	
Marvin Park	16.39		X		
Monarch Spur Park	.10		X		
Monarch Spur Trail Corridor	19.25*		X		
Nuño Park	.27			X	
Pickett Park	.11			X	
Riverside Park	3.63	X			
Salida Skate Park	.08			X	
Tenderfoot Mountain	119.91				X
Tenderfoot Open Space	21.02				X
Thonhoff Park	1.11		X		
Trailside Park	.42		X		
White Water Park	.25		X		
Total Acreage	192.82	13.09	37.94	.86	140.93**
Total Anticipated Costs Levels 1, 2 & 3	\$186,870	\$52,360	\$132,790	\$1,720	

*19.25 acres for the full existing length including the segment that extends beyond the corporate limit and based upon a total easement/ROW of 90' and assumes a consistent width on that easement/ROW.

**Anticipated costs will need to be determined based on actual acreage receiving maintenance.

Tracking maintenance costs: Suggested annual expenditures per acre should be refined to reflect true costs. It is highly recommended that park, trails and open space maintenance labor costs and equipment costs be tracked in order to provide the most accurate forecast for park maintenance costs.

Note: The Recreation Department has installed Vermont Systems "RecTrac" software and has begun to use this system for tracking program expenses, revenues and participation. Vermont Systems also has an integrated park maintenance management systems software "MainTrac" to assist in tracking maintenance costs.

Additionally the Public Works Department will begin using (I- Helper) a maintenance tracking system linked to the City's finance system. This will assist Public Works in recording and analyzing park maintenance costs.

Objective 4.2: Evaluate park maintenance duties to determine if current departmental priorities are in line with community priorities. Community expectations are sometimes unrealistic and their understanding of the realities of dealing with park maintenance issues is often limited. The citizen survey identified park restroom availability, operating hours and cleanliness and trash pick up as the top park maintenance issues facing the City. Turf maintenance rated lower in importance. It can be assumed that turf maintenance is important however current levels are more satisfactory than park restroom issues.

Strategies

- The Public Works Department should evaluate its current budget distribution to see if they can increase restroom maintenance and operating hours to meet community demand. In doing so, budget levels and/or resources for other maintenance tasks may need to be reduced.

Recommendation – The Public Works Department should make every reasonable attempt to meet the communities demand for increased restroom maintenance and operating hours.

Objective 4.3: Examine the operations of the parks maintenance to determine whether the operations could be restructured, merged, and/or outsourced to better handle the City's park maintenance criteria. This planning process has identified that there are potential improvement options which could be made for the organizational structure of parks maintenance service provision. It is beyond the scope of this Master Plan to conduct a detailed analysis of these options.

The current staff and resource allocation methods have tasked Public Works with the primary responsibility for all park maintenance with the exception of Centennial Park which is the responsibility of aquatics and recreation. While satisfaction levels concerning park maintenance are good according to the citizen survey, the current system does not always run smoothly. Park scheduling conflicts occur between maintenance and recreation programming and budget responsibilities often become clouded when determining who is responsible for supplying park restrooms with items such as toilet paper and soap.

Strategies

- Options identified are:
 - Move the responsibility of Centennial Park maintenance to Public Works to create consistent responsibility of the City's Park Maintenance needs
 - Restructure the organization to create a separate Park Maintenance Division to operated under the direction of the Aquatics and Recreation Department
 - Assign staff to evaluate the cost savings and efficiency gains and potential expenses and conflicts that could occur by moving the parks maintenance services into the Aquatics and Recreation Department
 - Investigate the outsourcing of park maintenance needs to a private contractor if such a move presents substantial cost savings to the City

- If the current structure needs to remain, the Public Works Director and the Aquatics and Recreation Director should meet at regularly scheduled times (i.e. weekly, bi-weekly, monthly) to discuss objectives and operational strategies. Further, if this structure remains unchanged, the Public Works Department will need to focus more resources on parks maintenance.

Recommendation – As several options exist in regards to how the organizational structure should reflect park, trails and open space maintenance, these need to be more fully explored, but from this master planning process, it is preliminarily recommended that the current structure giving the Public Works Department responsibility over park maintenance should remain the same. Additionally it is recommended that park maintenance duties for Centennial Park be moved to the Public Works Department. Reasons include:

- Current staff expertise
- Current equipment inventory and expertise
- Consistency in the level of service provided
- Large staff (all Public Works Responsibilities) allows for reallocation of labor when necessary for to cover vacation or sick leave, special events and unplanned maintenance needs (Understanding that reallocation of labor may create shortfalls elsewhere)
- Budget size allows for reallocation of funds when necessary (Understanding that reallocation of funds may create shortfalls elsewhere)

It is further recommended that parks maintenance schedules and recreation program schedules be better coordinated through:

- Regularly scheduled meetings
- Reports provided by the RecTrac (and potential future MainTrac) system

Objective 4.4: Partner with community groups to assist in the cleanliness and stewardship of parks, trails and athletic fields. Many communities have successfully established community programs to help reduce the costs for maintenance of parks and trails, and to increase community involvement and stewardship.

Strategies

- Establish an “Adopt-A-Park” and “Adopt -A- Trail” Program to help with cleanliness, stewardship and community involvement in the parks and trails system
- Work with local sports organizations to establish maintenance priorities for Marvin Park. Once priorities have been determine the City could provide materials and expertise, whenever feasible, to organizations in exchange for their labor to complete maintenance priorities.

Recommendation – Seek to reduce maintenance costs by establishing volunteer programs that promote community involvement in the maintenance and upkeep to the City’s parks and open space. Specifically work with SPOT to develop an Adopt-A-Trail program and

work with local youth and adult sports organizations to develop an Adopt-A-Park program for Marvin Park. Reference material concerning Adopt-A-Park programs can be found in *Appendix M*.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL FOUR SUMMARY: Improve Park Maintenance Efficiencies			
Objective 4.1: Understand how Park Maintenance Dollars are Being Spent	Staff	Staff Time	Short-term
Objective 4.2: Evaluate Park Maintenance Duties	Staff	Staff Time	Short-term
Objective: 4.3: Determine more Efficient Park Maintenance Structure	Staff	Staff Time, City Council Input	Mid-term
Objective 4.4: Partner with Community Groups	Staff	Staff Time, City Council, Partnering Organizations	Mid-term

GOAL FIVE: INCREASE FUNDING FOR PARKS AND RECREATION

Objective 5.1: Research Potential Traditional Funding Opportunities

This plan has identified a need and desire by City residents to continue to expand and improve parks and recreation offerings, but also identified substantial financial limitations in doing so. The City does have the ability to use funding mechanisms to enhance the quality of life in Salida and expand recreation, park, open space, trails, programs, and services to the community. The survey indicated initial support for additional taxes to support current City operation and maintenance needs and to provide desired facilities, parks, trails, programs, and services.

Strategies:

- Further explore community support for new park and recreation dedicated tax revenues through:
 - Property tax increases
 - Moving from Statutory Rule to Home Rule

- Special District
- Real Estate Transfer Assessment (RETA)

Statutory Rule to Home Rule

An option that is available to the City is to go from **Statutory** (state-based ordinances) to **Home Rule** status. **Home Rule** municipalities are those that have chosen to adopt a charter based on the principle that local citizens should have the right to decide how their local government should be organized and local problems resolved. The philosophy of local control and **Home Rule** is to allow municipal governments maximum flexibility and discretion in levying taxes and fees (by voter approval), carrying out local policy, and delivering public services, leaving local control at home, not centralized in the State Legislature. **The City has the ability to bring a Home Rule measure before the voters in November of 2009.**

The City of Salida has a great number of needs for parks and recreation, but limited funding sources to meet these needs. Becoming a **Home Rule** may open up other tax revenue options, if approved by voters. Options such as implementing dedicated Lodging and Accommodation taxes and/or increasing sales tax and creation of use taxes are some potential options the City could have under **Home Rule**.

Becoming a **Home Rule** will have impacts that will reach beyond parks and recreation. Home Rule governance may also provide funding opportunities for Public Works, Police, Fire and Emergencies Services, Planning and City Administration.

Recommendation – The optimal situation to continuously maintain and improve parks and recreation opportunities is through some type of dedicated revenue tax revenue stream.

- **Short-Term Recommendation** – Investigate the bonding strength of City of Salida property taxes to fund improvements to the Hot Springs Pool. Property tax is charged using mills (1/10 of 1 percent). Based on the recommendations of the Hot Springs Pool /Centennial Park redevelopment plans, determine the amount of property tax increase it would take to fund improvements and determine if the public would support it.
- **Mid-Term Recommendation** – Encourage City leaders and the community to move from Statutory Rule to Home Rule. Home Rule will allow the City to seek dedicated taxes (with voter approval) for maintenance and improvements to parks and recreation facilities and programs.
- **Long-Term Recommendations** – Should the effort to go **Home Rule** not come to fruition, the City should investigate and promote the creation of a Special District to

create a dedicated funding stream for maintenance and improvements to parks and recreation facilities and programs.

- **Real Estate Transfer Assessments/Fees** – As communities expand and age, the need for infrastructure improvements continues to grow. Since parks and recreation amenities add value to neighborhoods and communities, some jurisdictions have turned to real estate transfer fees to help pay for needed renovations. Usually transfer fees amount to ½% to 1 ½ % on the total sale of the property. A RETA must be approved by a vote of the citizens of the community.

Objective 5.2: Pursue Alternative Funding to Implement the Master Plan

The community experiences economically challenging times due to its statutory taxing limits, and should explore the best means of achieving its funding goals. Alternative funding methods may be instrumental to the operation of the City’s recreation programs and facilities on an ongoing basis. Allocating resources (assigned staff time, matching funds, etc.) to pursue alternative funding should be considered an investment in the future, with an outlined and expected positive rate of return.

Strategies:

- Identify opportunities to increase community support and revenue opportunities such as grants, partnerships, sponsorships, volunteers and earned income
- Assign staff resources and/or investigate the possibility of utilizing volunteer efforts to apply for such funding
- Develop a “Wish List” to identify philanthropic opportunities that align with these needs. Once identified, aggressively apply for grant funding
- Expand and formalize a Volunteer Program to include standards, recruiting, training, retaining, and rewarding volunteers in all program areas (**See Goal: Maximize Partnership Opportunities**)
- Create new and formalize existing Sponsorships (see **Sample Sponsorship Policy in Appendix I**) with equity agreements that are reviewed annually

Recommendation - To offset limited traditional funding it is recommended that the City continue to seek alternative funding opportunities to improve or develop new parks and recreation opportunities, the benefit based on the greatest community need. Priorities for alternative funding should focus on:

- Trails development
- Athletic field improvements (i.e. improvements to Marvin Park or new athletic field facility)
- Recreation program development

A list of potential alternative funding sources can be found in *Appendix N*.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL FIVE SUMMARY: Increase Funding for Parks and Recreation			
Objective 5.1: Research Potential Traditional Funding Opportunities	Staff	Staff Time, City Council	Mid-term

Objective 5.2: Pursue Alternative Funding to Implement the Master Plan	Staff	Staff Time, City Council, Partnering Organizations	Ongoing
---	-------	--	---------

GOAL SIX: RECREATION PROGRAM EXPANSION

Over the past three years recreation programs have expanded greatly. The citizen’s survey identified a need for many different types of programming. The programs identified as top priorities by the survey are:

- Individual activities (i.e. biking, hiking, skiing)
- Community special events
- Cultural arts
- Leisure and fitness swimming

Secondary priorities identified by the survey are:

- Youth athletic leagues
- Youth swim programs and lessons
- Golf programs

Limitations for Program Expansion

Lack of programmable indoor space is a limitation for the creation and/or expansion of City of Salida recreation programs. Until new facilities are built or additional partnered facilities are identified, an evaluation of current programs and proposed new programs will need to be performed annually to ensure they are and will continue to meet community needs and expectations. The City is currently evaluating expansion and renovation of the Salida Hot Springs Pool into a multi-purpose recreation center.

Objective 6.1: Develop a standard practice for customer program feedback. Developing programs based on customers needs, wants and expectations will be important to the success of recreation programs.

Strategy

Developing a standard practice to get customer feedback (usually at the end of the program offering) will help improve programming by being able to respond to customer needs in a timely matter. Information sought from participants should include:

- Satisfaction levels and supporting reasoning
- Suggestions for improvements to programs
- Suggestions for new programs

Recommendation – To every extent possible participants should be given the opportunity to provide both positive and negative feedback on their or their children’s experience in City run recreation programming. (i.e. recreation programs, aquatic programs, special events) A sample evaluation form can be found in *Appendix O*.

Objective 6.2: Develop an overall program evaluation criteria and process, and implement the process annually.

The citizen survey identified many program areas that the community would like to see created or expanded. Available space may hinder new or expanded opportunities in some cases. Successful programs come from continuous creative and innovative thinking. The Department should create a process that evaluates the success of current program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs.

Strategies

- Using historical participation levels to determine program popularity and participant feedback can be helpful in deciding if programs should be continued. In addition, utilizing citizen surveys and participant feedback, and researching trends in Parks and Recreation programming are useful tools in determining future program needs and desires. Sources for trends information include:
 - State Parks and Recreation Associations and Conferences
 - National Recreation and Parks Association
 - National Sporting Goods Association
 - International Health, Racquet & Sports Association
 - Parks and Recreation Trade Publications

Recommendation – Using pre-determined criteria and a process, annually evaluate all current programs to determine if they should be continued, changed (market segment focus, time/day offered, etc.) or discontinued.

A few simple questions should be asked about each program that may include:

- Is participation decreasing? If participation is decreasing, are there any steps to take such as increased marketing, change of time, format or instructor? If not, it may be time to discontinue the program
- Is there information from participant feedback to improve the program?
- Are cost recovery goals being met? If not, can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the City could provide referrals instead of the program
- Is this program taking up facility space that could be used for expansion of more popular programs or new programs in demand by the community?

Objective 6.3: Implement new programs based on research and feedback. New trends may drive different needs. It is very easy to focus on programs that have worked for a number of years, especially if they are still drawing enough interested participants to justify the program's continuation. Starting new programs based on community demand and/or trends can be risky due to the inability to predict their success. If the program interest seems great, such as those in the citizen survey, then the programs should be expanded.

Engaging all who are associated with a new program, both directly and indirectly, in the decision making process will help ensure a quality experience for the customer.

Strategies

The following criteria should be examined when developing new programs:

- **Need:** outgrowth of a current popular program, or enough demonstrated demand to successfully support a minimal start (one class for instance)
- **Budget:** accounting for all costs and anticipated (conservative) revenues should meet cost recovery target established by Department
- **Location:** available and within budget
- **Instructor:** available and within budget
- **Materials and supplies:** available and within budget
- **Marketing effort:** adequate and timely opportunity to reach intended market, within budget (either existing marketing budget or as part of new program budget)

Recommendation – When new programs are being considered, use the strategies outlined above to assist in determining success.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL SIX SUMMARY: Recreation Program Expansion			
Objective 6.1: Develop a Standard Practice for Customer Program Feedback	Staff	Staff Time	Short term
Objective 6.2: Develop Program Evaluation Criteria and Process and Implement Annually	Staff	Staff Time	Mid-term
Objective 6.3: Implement New Programs (based on research and feedback)	Staff	Staff Time	Short-term

GOAL SEVEN: MAINTAIN AND IMPROVE EXISING FACILITIES

This plan acknowledges the current limited funding available to the City for capital improvements. Therefore, due to budgetary restrictions within the City, it is recognized that only essential capital improvements can be made in the next fiscal year. Those improvements that are deemed as essential are denoted by a double asterisk (**) and have associated costs in the Capital Improvements Program (CIP) Chart. All other improvements are listed with associated recommended timing.

Objective 7.1: Budget for and prioritize playground replacement.

In every community, playgrounds age and require maintenance and replacement due to normal wear and tear. In addition, playground safety and accessibility guidelines change as research is conducted and public awareness is raised. In order to keep up with playground maintenance, it is recommended that agencies use trained professionals to conduct regular safety and maintenance inspections of all equipment. Playground equipment is often more complex than other park components and requires more attention and knowledge to maintain at a safe level of service. In addition, as playgrounds are replaced it is important to balance removal and replacement while continually providing service to the community. *Repair/replacement* money should be spent on an aging playground if the playground is the only available playground in the neighborhood. Playground *removal* is often a good choice for aging playgrounds that are near other playgrounds that are serving the needs of the neighborhood.

Strategies:

- Have all playgrounds inspected by a Certified Playground Safety Inspector (CPSI) within six months of the adoption of this plan and annually thereafter.
- Consider training a staff member as a CPSI to conduct regular reviews of playgrounds
- Considering hiring an outside agency to inspect and keep maintenance records of all playgrounds on an on going basis
- Create a replacement schedule based on the CPSI evaluations, emphasizing safety and continued service to the community. The schedule should show the eventual replacement of all playgrounds in the community, based on the CPSI evaluations and assuming that a playground can be expected to be replaced every 10-15 years.
- Coordinate playground replacement and locations with Park Master Plans as recommended in the CIP/Planning matrix later in this section.
- For a community the size of Salida it is expected that a certain level of service should be provided to the community. At a minimum, the following should be provided in Salida's existing parks for a safe and inviting play experience.

Recommendation: As a top priority, follow the strategies listed above to monitor playground safety.

Objective 7.2: Increase quality of general park design to improve appearance, safety, and accessibility.

As improvements are made to the parks in the City of Salida, careful attention should be paid to the design and placement of components.

Strategies:

Below is a list of overall guidelines for design in park improvement and new park development. The *Objective 7.3* states specific goals related to each park’s role in the park system and recommended improvements.

Recommendation: The City should incorporate the following guidelines for Park Design Elements, Open Space and Natural Elements, and Accessibility.

Guidelines for Park Design Elements

- Require the use of materials that can withstand heavy public use in all public restroom facilities. This can include either permanent restroom buildings with plumbing or portable toilets that are housed in permanent enclosures.



- Plan and budget for quality landscape design, construction, and maintenance in park improvements and development.
- Provide variety in parks. Both system-wide and within each park provide a variety of experiences thru differing sizes, spaces, and materials.
- Create logical, safe, and continuous pedestrian circulation within every park.
- Clearly identify all parks with consistent, identifiable, and appealing signage.
- Use indigenous materials in parks whenever possible. This will strengthen sense of place in parks and reduce maintenance by using materials that are adapted to the Salida environment.
- Include tree replacement programs in all park planning efforts.
- Incorporate public art, design, and creativity to make the neighborhood parks special and unique places for residents and tourists to congregate, play, and socialize.
- Add shrub beds and seasonal plantings to developed parks.
- Create beautiful and inviting gateway parks that will enhance visitors’ impression of Salida and provide community gathering places for the community as shown in *Appendix E - Map 2*.
- Consider adding new active recreation components to parks such as community gardens, spray grounds, climbing walls (as a part of play structures), climbing sculptures and dog parks.
- Provide shelters and community gathering spaces in park plans.
- Consider each area’s unique character when designing/ making improvements to facilities.

- Follow Crime Prevention Through Environmental Design (CPTED) guidelines for creating safe parks including:
 - Natural access control – clearly indicate public routes and discouraging access to private areas with structural elements
 - Natural surveillance - focus on keeping intruders easily observable by including features that maximize visibility of spaces
 - Territorial reinforcement - extend a sphere of influence of neighbors and visitors to discourage intruders
 - Target hardening - including features that prohibit entry or access: window locks, dead bolts for doors, interior door hinges

Guidelines for Open Spaces and Natural Area within developed parks.

- Open space is increasingly becoming a component of community parks. This is in response to the public’s desire for buffer space between community park activities and adjacent residences, along with a desire for natural areas within community parks that can be used for un-programmed and low-impact recreation. It is quite common for up to 30% or more of the land area of a new community park to be effectively left as open space. This practice can be easily established in Salida as a majority of respondents to the survey indicated that they prefer this mix within their parks. In light of this, the City should evaluate its land dedication requirements for each new project to account for this need and consider this mix when reviewing plans for new parks.

Guidelines for Accessibility

- Public agencies should mandate compliance with ADA guidelines for all new construction. Complete information can be found at:
<http://www.accessboard.gov/adaag/html/adaag.htm>
- Ensure adequate access to all park components using ADA guidelines.

Objective 7.3: Renovate and/or upgrade parks and outdoor facilities to create equitable Level of Service throughout Salida.

The planning process has identified specific desires and needs for improvements to existing and future park sites and outdoor facilities.

Strategies:

This plan acknowledges the current limited funding available to the City for capital improvements. Therefore, due to budgetary restrictions within the City, it is recognized that only essential capital improvements can be made in the next fiscal year. Those improvements that are deemed as essential are denoted by a double asterisk (**) and have associated costs in the **Capital Improvement Program (CIP) chart**. All other improvements are listed with associated recommended timing.

Recommendation: The following list addresses specific parks and facilities that are recommended for the City of Salida. Most future improvements will require additional site-specific master plans, designs and/or feasibility studies to determine detailed costing and design specifications prior to construction.

Alpine Park – The focus of this park should be to provide recreation for the core of the community, improvements should cater to the needs of Salida residents and preserve the historic nature of the park atmosphere and plantings. It is recommended that a park master plan be completed prior to any major improvements.

Short Term Goals:

- Provide an accessible route (as defined by the ADA guidelines available at www.access-board.gov) and entry ramp to the playground

Mid Term Goals:

- Improve pedestrian circulation by formalizing (paving) social paths that lead to park components

Ongoing Goals:

- Provide continued tree care and tree replacement
- Make playground repairs and replacements based on the regular playground safety inspections

Centennial Park/Hot Springs Pool Grounds – The focus of this park should be to act as a gateway park for the community and provide recreation opportunities for visitors and residents. Because of its proximity to the Hot Springs Pool and location on a major highway, continued efforts should be made to make this park a destination in the community. Its level of design and maintenance should be among the highest in Salida. It is recommended that a park master plan be completed prior to any major improvements.

Short Term Goals:

- **Inspect playground equipment and take appropriate action to make the equipment safe
- **Make maintenance the responsibility of the Public Works Department as stated in **Goal Four**

Mid Term Goals:

- Install a neighborhood playground (roughly the size and diversity of the playground at Alpine Park)
- Renovate or remove fitness course
- Create visual separation between park and recycling drop-off area
- Upgrade site furnishings
- Improve park signage
- Add tree-lined pedestrian walks to all street frontages

Long Term Goals:

- Renovate the shelter to create an inviting and architecturally interesting structure
- Move recycling drop-off area to new location and expand park

Ongoing Goals:

- Provide continued tree care and tree replacement

- Provide accessible routes to all components

Chisholm Park – This park’s focus should be on providing a variety of recreation components to residents in the Southeast part of the community. This property provides the main opportunity to provide service to the Southeast part of the community which currently has a low level of service. In order to bring service equity to this part of the community, *improvements to this park should be a priority*. It is recommended that a park master plan be completed prior to any major improvements.

Short Term Goals:

- Install a neighborhood playground (roughly the size and diversity of the playground at Alpine Park)
- **Demolish the house and remediate the site for safe basic use

Mid Term Goals:

- Add large shelter (allows more than 4 tables) with restrooms

Long Term Goals:

- Add other components as recommended by neighborhood input

Koenig Greenbelt – This is a small park that serves the residents immediately surrounding the park. It is not a priority for improvements, but should continue to be maintained as a developed park.

Long Term Goals:

- Add benches and picnic tables as needed
- Add a small shelter and other neighborhood selected components as needed

Mack Witty Park – This public park functions well as a green space and should continue to serve in this capacity for the foreseeable future.

Marvin Park – As the only athletic field complex in the City, Marvin Park performs an important function in the community. Respondents to the community survey indicate that while ballfields have an intrinsic value to the community, generally community members are not avid users of this facility. Aside from having value as the only ballfields owned by the City of Salida, the facilities at Marvin Park are not in good condition. Currently the fields are maintained jointly by the City and the leagues that use the fields which keep the playing surfaced in good condition. However this maintenance agreement and the lack of City funds has allowed much of the rest of the park (restrooms, playground, bleachers, fencing) to fall into a state of disrepair. It is obvious that major improvements are needed to make the ballfield a safe and pleasant place to watch or play a game; however, the current site of Marvin park is not the best place for major dollars to be spent on ballfields due to the property’s location.

The Marvin Park property is a valuable asset to the City as a public park. It is uniquely situated to act as a community gateway, providing access to the river, maintaining views to the north and to Tenderfoot Mountain, providing trail connections along the river, and

offering essential recreational amenities to the growing northwestern part of Salida. However, none of these are possibilities if the current use is continued. Therefore a new strategy should be employed to provide ballfields to the community and make the best use of the Marvin Park property.

Short Term Goals:

- ****Inspect** playground equipment and take appropriate action to make the equipment safe.
- Work with sports leagues to open restrooms during park use.

Mid Term Goals:

- Explore partnerships with Chaffee County, the School District, local sports leagues and other entities to move the fields at Marvin Park to a new, more spacious, and versatile location to serve the County as a whole. Although Marvin Park does provide a variety of fields and is conveniently located for Salida residents, the fields and associated facilities are aging and are serving a population much broader than the City. Three major factors make repurposing Marvin Park a recommendation.
 - It is anticipated that the cost of renovating the fields will be such that the City will need to enter into partnerships to make the needed improvements. Surrounding communities and the County make likely partners and their involvement would mean that the fields would be more directly funded by the agencies in which the users reside.
 - The location of the property is limiting for ballfields as it is bounded by a highway on the south and by the river on the north.
 - Its unique location along the Arkansas River provides opportunities for river access and trail connections which are currently very limited due to the size and locations of the ballfields.
- Create a master plan for the Marvin Park site after the ballfield relocation that creates a community gateway for Salida within the park. The master plan should include:
 1. River access for informal river use and fishing access
 2. River viewing area
 3. Community gateway monument and signage
 4. Bike and pedestrian connection to downtown and the trail to Sands Lake
 5. An adventure or destination playground (An adventure or destination playground often includes special features like climbing walls, spray features, custom play features, or adventure play areas and serves as a destination for families from the entire community and region.)
 6. A large shelter with restrooms for group activities
 7. A loop walk with distance markers
 8. Large open grassy area for festivals or community gatherings
 9. Natural areas and native vegetation
 10. Park maintenance and storage areas

Monarch Spur Park – Located along the Monarch Spur Trail, this park functions well as a wayside for trail users, a showcase garden, and a small park for immediate neighbors. It also provides great views to the surrounding mountains and should serve the community in this capacity for the foreseeable future.

Nuño Park - This small park serves the residents immediately surrounding the park as an open greenspace. Although it is not a priority for improvements at this time, it would be an ideal location for a small playground or shelter in the future.

Long Term Goals:

- Add and update benches and picnic tables as needed
- Add a small shelter and other neighborhood selected components as needed

Ongoing Goals:

- Provide continued tree care and tree replacement

Pickett Park - This is a small park that serves the residents immediately surrounding the park. It is not a priority for improvements, but should continue to be maintained as a small developed park.

Long Term Goals:

- Add benches and picnic tables as needed

Riverside Park – This park is a gem in the community and serves both residents and tourists alike. It is a community gathering spot and has a wonderful location along the river and within the downtown historic district. All of these functions are important to the community and this park should continue to serve in this capacity into the future.

Mid Term Goals:

- Build trail connections to trails along the river
- Increase the visibility of connections to the Scout Hut

Long Term Goals:

- Improve playground
- Add changing facilities and restrooms for the White Water Park

Ongoing Goals:

- Provide continued tree care and tree replacement

Salida Skate Park – Continue to maintain as is and keep as a diverse component within the park system.

Scout Hut – The Scout Hut is a core facility in the City as it is the only location for multi-purpose indoor recreation programming. As such, it should be maintained to a level appropriate to its uses and programmed by the department to its full capacity.

Thonhoff Park – This park currently serves the immediate neighborhood as a lovely developed park with turf and mature trees. Although there is not currently a need to develop this park further, it is an ideal location for a large group shelter and other recreation components if the need arises.

Long Term Goals:

- Add large group shelter with restrooms
- Add loop walk

Ongoing Goals:

- Provide continued tree care and tree replacement

Trailside Park – Shrub plantings and thoughtful design distinguish this park from the other small parks in the City of Salida. It is currently meeting the needs of the immediate neighborhood and should be maintained appropriately.

White Water Park – This park on the Arkansas River provides opportunities to river enthusiasts that are unique to the area and the community. It is a one-of-a-kind facility and is also a strong draw for tourists to come to Salida. The City should work with other regulating agencies and non-profits to ensure the continued operation and expansion of the park.

Mid Term Goals:

- Look for opportunities to provide restrooms and changing areas for park users.

Objective 7.4: Improvements to Salida Hot Springs Pool

This planning process has identified that improvements to the Salida Hot Spring Pool are a top priority. With the loss of water temperature through the transmission line along with the loss of the locker rooms and individual soaking tubs, the pool is not reaching its full service potential. The pool has been and needs to continue to be a focal point of the community.

Recommendation:

- Continue to determine possibilities for expansion and renovation

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL SEVEN SUMMARY: Capital Improvement Priorities			
Objective 7.1: Budget for and Prioritize Playground Replacement	Staff	See CIP Matrix	Immediate to Long Term
Objective 7.2: Increase the Quality of General Park Design to Improve Appearance, Safety, and Accessibility	Staff	Staff Time	Immediate to Long Term

<p>Objective 7.3: Renovate/Upgrade Parks and Outdoor Facilities to Create Equitable Level of Service Throughout Salida.</p>	Staff	See CIP Matrix	Immediate to Long Term
<p>Objective 7.4: Improvements to Salida Hot Springs Pool</p>	Staff/Consultant	Future Cost Unknown	Immediate to Long Term

GOAL EIGHT: PLAN FOR NEW DEVELOPMENT WITH IN THE CITY OF SALIDA

Objective 8.1: Adopt Greenspace definition and designate properties according to definitions.

Currently the City of Salida does not differentiate between types of park properties. In addition, the City has several properties that are classified only as City property although uses indicate that a park or open space designation would be appropriate and in keeping with current and projected uses.

Strategies

- Develop definitions to differentiate types of park properties

Recommendation: The City should adopt the following definitions for park land classification:

Greenspace - Greenspace is any City-owned property that is acquired for the public for use of recreation, protection of natural resources, and open space within the urban fabric. City owned park land is open to public use and is maintained by the City unless other wise arranged by the City of Salida.

Greenspace is divided into four categories:

Developed Parks - Created on land that is acquired for the primary purpose of providing developed recreational opportunities. Developed parks may include playgrounds, plazas, amphitheaters, sports fields, landscaped area, trails, and picnic facilities. Developed Parks may include natural areas within them.

Undeveloped Parks - Created on land that is acquired for the primary purpose of providing developed recreational opportunities but has yet to be developed or receive improvements.

Open Space - lands to be acquired and/or preserved in their current state or returned to a natural state. Open space lands may include natural areas, wildlife habitat, wetlands, agriculture, visual corridors, trails, and urban shaping buffers. Open space lands should provide for low-impact recreation, where appropriate, compatible with resource protection goals.

Trails or Greenways - Corridor that is acquired by fee simple, use-agreement, or easement for the primary purpose of providing trails for recreation and

transportation. Trails may vary in size, use, and surface treatment and may also include improvements such as trail heads, way sides, and comfort stations.

Salida’s current properties (Greenspace) should be classified as follows:

Developed Parks

Alpine Park	Nuño Park
Centennial Park	Pickett Park
Chisholm Park	Riverside Park
Koenig Greenbelt	Salida Skate Park
Mack Witty Park	Thonhoff Park
Marvin Park	Trailside Park
Monarch Spur Park	White Water Park

Undeveloped Parks

Portions of Vandaveer property - under negotiations (VPA-9)

Open Spaces

Tenderfoot Mountain
Tenderfoot Open Space
Portions of Vandaveer properties - under negotiations (VPA-7 and VPA-8)

Trails

Monarch Spur Trail
Riverfront Trail

Objective 8.2: Update the Land Dedication Policy to ensure equitable level of service in new developments.

The City of Salida is to be commended for having a land dedication policy in place as it prepares for new development. However, with this planning effort, it is advisable to review the policies that are in place to ensure that the City’s policies will work with the recommendations of this plan. The Vandaveer property has been used as an example to illustrate the effectiveness of the current policy and compare it to potential policy revisions.

Current Land Dedication Requirements can be summarized as follows:

Greenspace (parks, open space, trails, plazas, etc) shall be provided for subdivision of 3 acres or more or condominium projects of 5 units or more. Conditions that apply are as follows:

- Residential developments shall dedicate 20% of gross land area
- Non-residential developments shall dedicate 8% of gross land area
- Fee in lieu of, at market rate, may be allowed
- Open space purchased or improvements must be within ½ mile of site

Note: Land dedication requirements are under review by the Salida Planning Commission.

Analysis of the City of Salida’s current Land Dedication Ordinance

The current land dedication policy reflects a simple way for Salida to ensure the acquisition of parks and recreation lands in new residential developments. Additionally, requiring parks and open space land dedication for non-residential development and allowing cash-in-lieu substitutions for land dedication provides greenspace in all kinds of development and allows some flexibility for small developments. While the requirement that land and

monies be spent within ½ mile of the proposed development is required for neighborhood service, it doesn't allow for flexibility to acquire parcels of land to serve community-wide needs.

Although the City has made efforts to address the needs of the community and the development with the current land dedication policy, there are several major issues that are not being addressed within the current policy:

- The ability to adjust the amount of dedicated land to account for population density
- The ability to ensure that dedicated properties will have the physical characteristics that will accommodate the needs of the community
- The ability to ensure that acquired lands provide an adequate level of service for diverse recreational offerings including open space, developed parks, and trails
- The funding or provisions to develop the dedicated greenspace
- The funding or provisions for ongoing maintenance for land acquired through the land dedication ordinance.
- The understanding of how new developments will provide service in comparison with existing parts of the City

Each of the issues listed above can be addressed within the City's Land Dedication Ordinance if the ordinance is revised to include mechanisms that give the City more control and input in the land dedication process.

Recommendation: The City needs to revise the current land dedication requirements for parks, trails and open space. It is recommended that City council take under consideration and approve the Planning Commissions request (11/19/07) to update the City's land dedication requirements for parks, trails and open space.

Objective 8.3: Provide greenspace development that ensures an adequate level of service to residents within walking distance of each home. Walking distance is defined as a 10 minute walk which equates to roughly a 1/3 mile distance. As found through the community input process, most residents rely on the City to provide parks for recreation, and highly value having a park within walking distance from their home. It is recognized that it may not be possible in all cases to provide this level of service, but by adopting policy guidelines with this as a goal, the City can better meet community expectations.

Recommendation: Adopt a policy that makes it a City-wide goal to provide recreational services within 1/3 mile of every home.

Objective 8.4: Plan for immediate recreation needs within the Vandaveer development It is anticipated the Vandaveer development will attract a diverse new population to Salida. As with all new development it will be important to provide recreational opportunities to the new residents. In deciding what component should be located in the development a thorough public process will be essential in deciding what is needed. The park development guidelines presented in *Appendix Q – Park Development Standards* provide a framework for selecting a combination of components that will serve the specific needs of the neighborhood, while providing service to the community as a whole.

Projecting out the GRASP® walkability analysis to the Vandaveer property, a total of four developed park areas will be needed to provide walkable access (within 1/3 mile of each home to parks and recreation within the development. This number could be reduced if adequate pedestrian crossings (ideally above or below grade) are installed at Hwy 50 to eliminate the highway as a pedestrian barrier.

Specifically two community needs should be addressed in the Vandaveer development:

- **Trails**

It is imperative that the City work with the developer to acquire trail corridors throughout the development. These corridors should tie into the existing and proposed trail system as shown on *Map 3* and take advantage of existing corridors (rivers, utility easements, railroad rights-of-way etc.) as possible.

- **Appropriate land for developed neighborhood parks**

Although public process should ultimately guide the selection of components within the development, it will be essential for the City to reserve areas that are appropriate for developed parks. Within the developed park land there should be at least 2 areas of 2 acres each that have a 3% grade or less and no drainage problems for the future development of practice fields. This kind of land does not need to be developed at this time, but is difficult to find for post-development, and should be planned for now.

Recommendation: Work with the Vandaveer developer to provide four developed park sites, totaling 12 acres. *Land Dedication Analysis*, that meet the criteria established in *Appendix Q - Park Development Standards*. Within those sites, ensure that there is suitable land for one ballfield and one regulation multi-purpose turf field. In addition, work with the Vandaveer developer to provide trails throughout the development (accessible within 1/3 mile of every home) that connects to the existing and proposed Salida trail system.

Objective 8.5: Create a unique and quality greenspace system that will be enjoyed by generations to come.

Salida is a beautiful and unique community that has a dedicated and hard working population. By planning for and developing a world class green space system, Salida can not only insure a high quality of life for its residents but also attract visitors to enjoy the natural beauty and hospitality of the community.

This plan includes a 20-year vision for the Greenspace system in Salida which is illustrated in Maps 1-3.

Goals for the in the 20-year Vision for Salida include:

- Preservation of views to the surrounding mountains and public lands
- Creation of two gateway parks, Centennial Park and Marvin Park.
- Trails, open space, and parks within walking distance (1/3 mile) of every home in Salida

- A complete trail system that includes a variety of trail types and uses the Arkansas and South Arkansas Rivers as trail corridors
- Trail connections to surrounding public lands
- Bikeways that follow exiting streets and create connections to City parks and schools within existing neighborhoods
- Pedestrian connections across Highway 50 at Centennial Park, at the Vandaveer development

Recommendation: Adopt the goals of this 20-year vision for the creation of a complete park system. In the upcoming years, use these goals to guide decision making about the aesthetics and functions of the park system.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL EIGHT SUMMARY: Improvement and Development of Existing Parks			
Objective 8.1: Adopt Greenspace Definitions and Designate Properties According to Definitions	Staff	See CIP/Planning Matrix	Ongoing
Objective 8.2: Update Land Dedication Policy to Ensure Equitable Level of Service in New Developments	Staff	See CIP/Planning Matrix	Ongoing
Objective 8.3: Provide Greenspace Development and Ensure Adequate Level of Service to Residents within Walking Distance of each Home	Staff	See CIP/Planning Matrix	Mid-term
Objective 8.4: Plan for the Immediate Recreation needs within the Vandaveer Development	Staff	Staff Time	Short Term
Objective 8.5: Create a Unique and Quality Greenspace System that will be Enjoyed by Generations to come	Staff	Staff Time	Ongoing

GOAL NINE: PLAN FOR THE CREATION OF A COMPLETE TRAIL SYSTEM

Objective 9.1: Extend the trail system to provide an adequate level of service throughout the community.

Trails rank as the most important outdoor recreational facility in Salida. This is due, in part, to the high number of trails within the community for a city this size. In order to keep up with the demand for trails, the City must continue to place an emphasis on trail planning and construction.

Strategies:

- Support the construction of the Milk Run Trail spur as an extension of the Monarch Spur Trail.
- Plan to extend the trail/bike lane along Holman Ave. to access Centennial Park, the soccer fields, and the Highway 50 corridor.
- Create trail connections to the proposed trail at the new hospital.
- Plan for the enhancement of roadways to incorporate bike lanes and prioritize pedestrian travel as shown in *Appendix E - Map 3* to facilitate travel within Salida.
- Plan for additional trails throughout the community in utility and transportation corridors as improvements are made.
- Encourage developers to dedicate trail ROW and easements to the City for trail development along identified trail corridors.
- Revise standard street sections to provide an option for accommodating trails within the street ROW.
- Provide trailheads at appropriate locations.
- Provide waysides and access to public land and schools when available.
- Provide bike racks at all public parks.
- Construct trails according to the American Association of State Highway and Transportation Officials (AASHTO), the Americans with Disabilities Act (ADA) and other applicable codes.
- Continue prioritizing trail maintenance and up-keep.

Recommendation: Make the expansion of the trail system in Salida, especially paved trails, a top priority for capital projects and a requirement in all new development.

Objective 9.2: Create connections to public lands outside the City of Salida

Both residents in Salida and staff members of the City, Colorado State Parks, and the Bureau of Land Management (BLM) recognize that connecting Salida to the surrounding public lands is the top priority for the Salida area. The City should continue to work with these and other public agencies and landowners to plan for trail connections.

Strategies:

- Work with BLM, Division of Wildlife, and Colorado State Parks to create a trail that connects the Salida East campground through Salida to the Mt. Shavano Fish Hatchery as shown in *Appendix E - Map 3*. This trail would allow greater access to the state and federal lands for Salida residents as well as bring visitors from the public lands into the downtown area of Salida.
- Pursue the acquisition of easements along Union Pacific railroad to create trail connections with trails in BLM land on the north side of the Arkansas River.
- Pursue the acquisition of easements along the Arkansas and South Arkansas Rivers for trails that will connect to other public lands along the river and provide scenic trails within the community.
- Look for ways to access BLM trails south of the community through land acquisition and easements.
- Work with state and federal agencies to provide safe pedestrian crossings across the Arkansas and South Arkansas Rivers.
- Provide crossings over the Arkansas River to the north and under Highway 50 to the south.

Recommendation: Use the guidelines and goals listed above to be continuously looking for opportunities to create connections to public land outside of Salida. Special attention should be given to creating access on Union Pacific property from the Vandever property to downtown.

Objective 9.3: Create and Adopt Trail Design and Construction Standards

Strategies:

- Use the guidelines as presented in *Appendix J* as a starting point for the creation of Trail Design and Construction Standards.

Recommendation: Review and revise the Park Design Guidelines in *Appendix J* to address any conditions unique to Salida. Use these guidelines for all new trail construction or renovation.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL NINE SUMMARY: Plan For The Creation of a Complete Trail System			
Objective 9.1: Extend the Trail System to Provide an Adequate Level of Service within the Community	Staff	See CIP/Planning Matrix	Short to Mid Term
Objective 9.2: Create Connections to Public Lands outside the City of Salida	Staff	See CIP/Planning Matrix	Mid to Long Term
Objective 9.3: Create and Adopt Trail Design and Construction Standards	Staff	See CIP/Planning Matrix	Short to Mid Term

GOAL TEN: PLAN FOR THE CONTINUATION OF THE OPEN SPACE PROGRAM

Objective 10.1: Continue to develop the open space system to meet the needs and expectations of the community.

The public expressed a great interest in the expansion of this type of acquisition by listing open space and natural areas at the one of the top priorities for the City to expand and improve its outdoor facilities. However, the open space program in Salida currently has only one property - Tenderfoot Mountain. In addition there are three other properties that are in negotiations for acquisition. Two of these properties are located in the Vandeverer property on the south edge of city and the other is the area to the southwest of the Tenderfoot Mountain property. Although this is a relatively small number of properties, it is a significant acreage.

Strategies:

- Adopt a definition of open space that forms the City's guiding principles about the acquisition and management of open space that matches the community's goals.

*A basic definition of **open space** is defined as lands to be acquired and/or preserved in their current state or returned to a natural state. Open space lands may include natural areas, wildlife habitat, wetlands, agriculture, visual corridors, and urban shaping buffers. Open space lands should provide for low-impact recreation, where appropriate, compatible with resource protection goals.*

This definition should be adapted to reflect the results of the survey to prioritize uses as established in the survey results: Wildlife habitat and migration corridors, preserve views and view corridors, provide access for people to natural areas, conserve natural areas and others – see *Appendix B* for complete survey results.

- Continue to pursue the acquisition of open space properties in conjunction with the comprehensive plan. Prioritizing acquisitions that primarily emphasize:
 - Wildlife habitat and migration corridors
- But also:
- Preserve views and view corridors
 - Provide access for people to natural areas
 - Conserve natural areas
- Evaluate the need to develop a specific open space dedication or cash-in-lieu requirement for new developments.
 - Look to acquire open space land outside the city limits as the opportunity arises and as it meets the criteria listed above.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL TEN SUMMARY: Plan for Continuation of Open Space Program			
Objective 10.1: Continue to Develop the Open Space System to Meet the Needs and Expectations of the Community	Staff	See CIP/Planning Matrix	Short term to Long Term

VIII. ACTION AND IMPLEMENTATION PLAN - SALIDA PARKS AND RECREATION PRIORITIES SUMMARY

This **Parks, Recreation, Trails and Master Plan** intends to provide a guiding mechanism to meet existing and future community needs. The strength of this report stems from the extensive research, community involvement, analysis of needs, and public view that form the basis for the recommended goals and strategies it contains. The Plan contains goals for Salida and the Public Works and Recreation Departments that:

- Focus on consistently meeting and exceeding citizen expectations;
- Use innovative ideas and methods to successfully meet challenges posed by budgetary, facility and staffing limitations;
- Provide a system that benefits residents by increasing services to all demographic groups and providing diverse opportunities;
- Are guided by a cooperative approach to providing high-quality facilities, both existing and future, through thoughtful use of public funds;
- Foster partnerships with alternative providers in providing recreational services and facilities; and
- Facilitate a proactive planning process guided by community needs and executable strategies; and a process for reviewing and updating this document regularly.

This Plan is designed to serve as a decision-making tool for the City of Salida that helps set priorities and strategies for implementation. The following Action Plan summary chart summarizes the plan goals, objectives, and strategies, and identifies priority to the community, implementation responsibility, financial impact, and timing where appropriate.

This Plan is intended to be a 5-Year Plan, with a focus on high and medium priorities and a vision for the future. Long-term objectives and strategies are identified to guide long-term planning. The following **Action Plan** is based on the following time framework for short, medium, and long-term objectives:

- Immediate: Actions that need to be taken in order to implement any short, mid, or long-term objectives
- Short-term: Within one-year
- Mid-Term: Within two-five years
- Long-term: Six years +
- Ongoing

It is important to note that an objective may be a high priority for the community, but based on City resources, planning requirements, and implementation logistics, the objective may only realistically be able to be implemented in the mid to long-term.

The following tables identify responsibilities, cost or funding requirements and priorities for system-wide improvements.

SALIDA ACTION AND IMPLEMENTATION PLAN SUMMARY

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL ONE : MAXIMIZE IMPLEMENTATION EFFORT			
Objective 1.1: Collaborate to Strategically Achieve the Goals of the Master Plan	Staff, City Council, and Partners	Staff Time	Immediate
Objective 1.2: Inform and Empower Staff to Implement Plan Recommendations	Staff	Staff Time	Immediate

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL TWO: Organizational Development			
Objective 2.1: Create an Organizational Vision	Staff	Staff Time	Short-term
Objective 2.2: Define Core Services	Staff	Staff Time, City Council, Partnering Organizations	Short-term and ongoing
Objective 2.3: Create a Cost Recovery Philosophy and Policy	Staff/Consultant	Staff Time, Consultant - \$6,000 to \$15,000	Mid-term
Objective 2.4: Create a Parks, Recreation, Trails and Open Space Advisory Board	Staff	Staff Time, City Council, Partnering Organizations	Mid-term

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL THREE SUMMARY: Maximize Partnership Opportunities			

Objective 3.1: Formalize All Partnerships	Staff	Staff Time, Partnering Organizations	Short-term
Objective 3.2: Maximize Partnerships with School District and other Governmental Agencies through the Development of Inter-Governmental Agreements (IGAs).	Staff	Staff Time, Partnering Organizations	Immediate
Objective 3.3: Maximize Efforts of Non-profits/Grants/Volunteers	Staff	Staff Time, Partnering Organizations	Mid-term

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL FOUR: Improve Park Maintenance Efficiencies			
Objective 4.1: Understand How Park Maintenance Dollars are Being Spent	Staff	Staff Time	Short-term
Objective 4.2: Evaluate Park Maintenance Duties	Staff	Staff Time	Short-term
Objective 4.3: Restructured, Merged, and/or Outsourced	Staff	Staff Time, City Council Input	Mid-term
Objective 4.4: Partner with Community Groups	Staff	Staff Time, City Council, Partnering Organizations	Mid-term

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL FIVE: Increase Funding for Parks and Recreation			
Objective 5.1: Research Potential Traditional Funding Opportunities	Staff	Staff Time, City Council	Mid-term
Objective 5.2: Pursue Alternative Funding to Implement the Master Plan	Staff	Staff Time, City Council, Partnering Organizations	Ongoing

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL SIX: Recreation Program Expansion			
Objective 6.1: Develop a Standard Practice for Customer Program Feedback	Staff	Staff Time	Short term
Objective 6.2: Develop Program Evaluation Criteria and Process and Implement Annually	Staff	Staff Time	Mid-term
Objective 6.3: Implement New Programs (based on research and feedback)	Staff	Staff Time	Short-term

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL SEVEN SUMMARY: Capital Improvement Priorities			
Objective 7.1: Budget for and Prioritize Playground Replacement	Staff	See CIP Matrix	Immediate to Long Term
Objective 7.2: Increase Quality of General Park Design to Improve Appearance, Safety, and Accessibility	Staff	Staff Time	Immediate to Long Term
Objective 7.3: Renovate/Upgrade Parks and Outdoor Facilities to Create Equitable Level of Service throughout Salida	Staff	See CIP Matrix	Immediate to Long Term
Objective 7.4: Improvements to Salida Hot Springs Pool	Staff/Consultant	Future Cost Unknown	Immediate to Long Term

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL EIGHT SUMMARY: Improvement and Development of Existing Parks			
Objective 8.1: Adopt Greenspace Definitions and Designate Properties According to Definitions	Staff	See CIP/Planning Matrix	Ongoing
Objective 8.2: Update Land Dedication Policy to Ensure Equitable Level of Service in New Developments	Staff	See CIP/Planning Matrix	Ongoing
Objective 8.3: Provide that Greenspace Development Ensures an Adequate Level of Service to Residents within Walking Distance of each Home	Staff	See CIP/Planning Matrix	Mid-term
Objective 8.4: Plan for the Immediate Recreation Needs within the Vandaveer Development	Staff	Staff Time	Short Term
Objective 8.5: Create a Unique and Quality Greenspace System that will be Enjoyed by Generations to come	Staff	Staff Time	Ongoing

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL NINE: Plan For The Creation of a Complete Trail System			
Objective 9.1: Extend the Trail System to Provide an Adequate Level of Service within the community	Staff	See CIP/Planning Matrix	Short to Mid Term
Objective 9.2: Create Connections to Public Lands Outside the City of Salida	Staff	See CIP/Planning Matrix	Mid to Long Term
Objective 9.3: Create and Adopt Trail Design and Construction Standards	Staff	See CIP/Planning Matrix	Short to Mid Term

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL TEN: Plan for Continuation of Open Space Program			
Objective 10.1: Continue to Develop the Open Space System to Meet the Needs and Expectations of the Community	Staff	See CIP/Planning Matrix	Short term to Long Term

Recommendations for the Salida Capital Improvements Plan		
Recommendation	CIP Total Cost	Yearly Operations and Maintenance
Short-Term Priorities (in the next year)		
Require annual safety inspections of all playgrounds to be performed by a Certified Playground Safety Inspector (CPSI)	Staff Time	Staff Time
If inspected by an outside source that will perform inspections and maintain ongoing records (Costs - \$400 per playground, 7 playgrounds = \$2800 annually, including records maintenance.)	\$0	\$2800
If inspected by a staff member trained as a CPSI (costs reflect training only)	\$0	\$1000/3 yrs
Hot Spring Pool renovations (Short to Long Term)	Unknown	Unknown
Mid-Term Priorities (in the next 5 years)		
Install one multi-age neighborhood playground	\$150,000	\$5,000
Long-Term Priorities (beyond 5 years)		
Install one destination playground in an existing park		
Install one multi-age neighborhood playground in an existing park		
Salida Planning Efforts		
Recommendation	CIP Total Cost	Yearly Operations and Maintenance
Short-Term Priorities (in the next year)		
Create master plan for Centennial Park	\$20,000	\$0
Mid-Term Priorities (in the next 5 years)		
Create a park master plan for Alpine Park	\$20,000	\$0
Create a Master Plan for Chisholm Park	\$10,000	\$0
Long-Term Priorities (beyond 5 years)		
Create a master plan for Marvin Park		